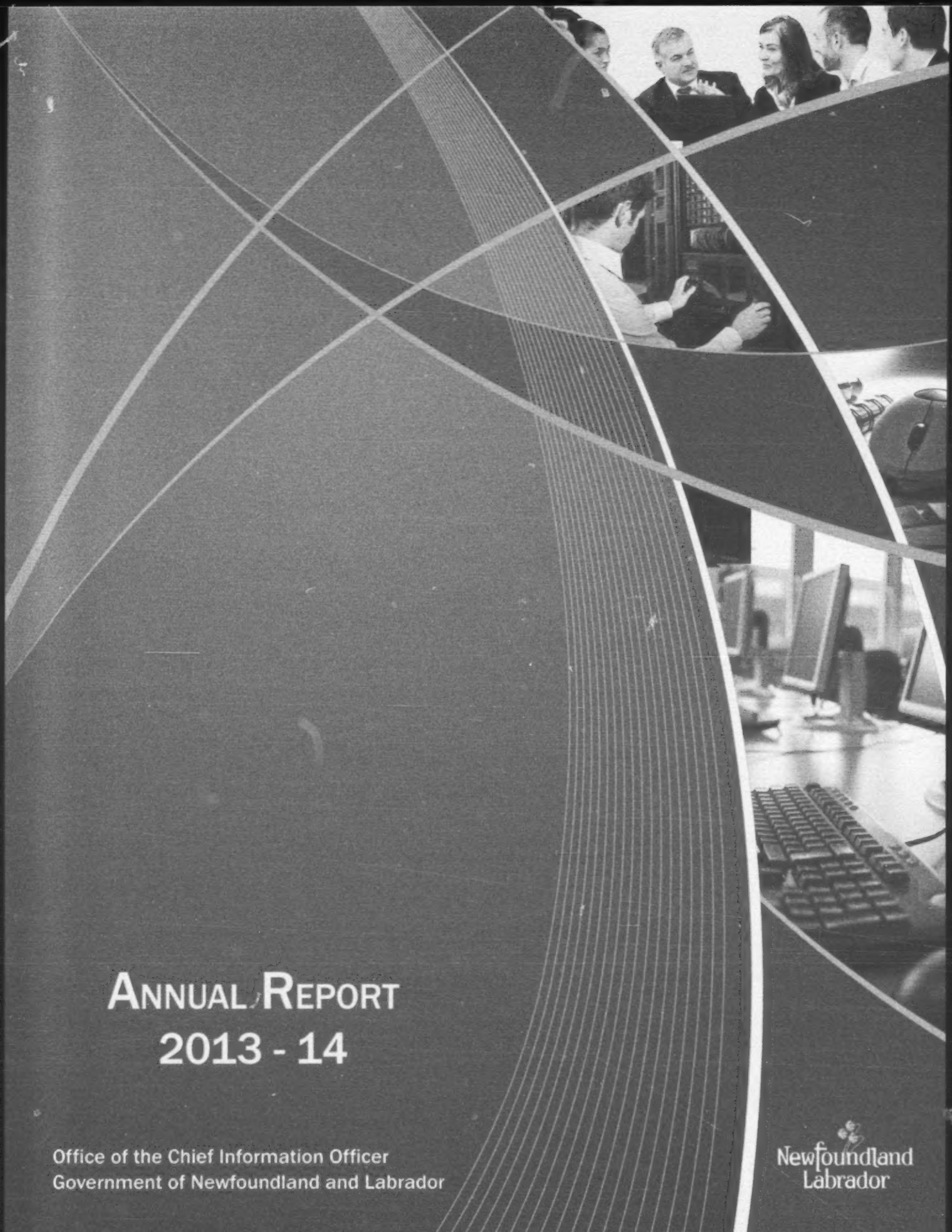

Annual Report
2013 - 14

Office of the Chief Information Officer
Government of Newfoundland and Labrador

Newfoundland
Labrador

Office of the Chief Information Officer

Annual Report 2013–14

Newfoundland Labrador

Message from the Minister

As the Minister Responsible for the Office of the Chief Information Officer (OCIO), I am pleased to present the 2013-14 Annual Report covering the period from April 1, 2013 to March 31, 2014. My signature below indicates my accountability for the results reported herein.

The OCIO continues to support the Information Technology (IT) and Information Management (IM) requirements of the Provincial Government. The use of effective and innovative technology allows the Provincial Government to streamline services to citizens, businesses and organizations while effective IM processes help to ensure information can be accessed when needed and remains protected from unauthorized use.

The 2013-14 fiscal year marks the end of a three-year planning cycle. I am pleased to report that, in meeting all of its objectives for 2013-14, the OCIO has achieved all of its goals for the past three years. During the 2011-14 period, the OCIO has enhanced the adoption of innovative technologies, improved the management and protection of information and improved service delivery for Provincial Government departments and supported agencies.

In the years ahead, the OCIO will continue to provide a wide range of services aimed at supporting Provincial Government departments and agencies in their efforts to provide programs and services throughout Newfoundland and Labrador.

David Brazil

Honourable David Brazil
Minister of Service NL
Minister Responsible for the Office of the Chief Information Officer

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1 Performance Summary

The end of 2013-14 represents the final year of the Office of the Chief Information Officer's (OCIO) 2011-14 Business Plan. The following is a summary of the OCIO's performance in meeting its three-year Business Plan goals and also its 2013-14 objectives. Further information is provided in the Report on Performance section of this report.

2011-14 GOALS

Issue 1: Innovation

By March 31, 2014, the Office of the Chief Information Officer will have improved the identification, assessment, and adoption of innovative technology to further enable the business of government and increase the return on investment in technology.

Planned Result: Indicator	Actual Result
• Developed and implemented a technology standards framework and process that support the adoption of innovative technology and the re-use of existing technology to enhance government business and maximize return on investment.	Achieved
• Assessed opportunities, developed a plan and begun to implement innovative technologies as opportunity permits and departmental need identifies.	Achieved
• Implemented select innovative technologies across government and integrated an approach to identifying opportunities for innovation and effective re-use of technology into its services and operations.	Achieved

Issue 2: Information Management and Protection

By March 31, 2014, the Office of the Chief Information Officer will have further developed and implemented initiatives to improve the management and protection of government information, and supported and measured the progress of implementation.

Planned Result: Indicator	Actual Result
• Developed Information Management and Information Protection directives, standards, and guidelines as required by the Office of the Chief Information Officer and government to improve the management and protection of information.	Achieved
• Developed a guideline to enable departments to track and measure progress in implementing their Information Management Capacity Assessment Tool (IMCAT) recommendations and improving Information Management.	Achieved

Issue 3: Service Delivery

By March 31, 2014, the Office of the Chief Information Officer will have improved service delivery for government departments and supported agencies.

Planned Result: Indicator	Actual Result
• Continued to improve processes for clients to provide input to the Information Technology and Information Management services delivered to them by the Office of the Chief Information Officer.	Achieved
• Developed service delivery performance measures for select Information Technology and Information Management services.	Achieved
• Implemented a solution to better manage government's Information Technology and Information Management project portfolio.	Achieved

2013-14 OBJECTIVES

Issue 1: Innovation

By March 31, 2014, the Office of the Chief Information Officer will have integrated innovation into its ongoing services and operations.

Planned Result: Indicator	Actual Result
• Integrated innovative processes into delivery of business solutions and ongoing services and operations.	Achieved
• Developed a formal approach for investigation of select new technologies and formalized a process of engagement with vendors.	Achieved

Issue 2: Information Management and Protection

By March 31, 2014, the Office of the Chief Information Officer will have implemented a program and process to support assessment and improvement of Information Management and Protection maturity within the Office of the Chief Information Officer and across government.

Planned Result: Indicator	Actual Result
• Implemented a program and process to support assessment and improvement of Information Management and Protection maturity within the Office of the Chief Information Officer.	Achieved
• Implemented a program and process to support assessment and improvement of Information Management and Protection maturity across government.	Achieved

Issue 3: Service Delivery

By March 31, 2014, the Office of the Chief Information Officer will define services to be measured and developed associated performance measures.

Planned Result: Indicator	Actual Result
• Defined services to be measured as identified in the 2012-13 Client Service Survey.	Achieved
• Developed performance measures for defined services.	Achieved

2 Departmental Overview

The OCIO supports the business of government by providing and managing innovative Information Technology solutions and infrastructure. The OCIO also provides Information Management and Protection guidance and policy direction to government to build and sustain its Information Management capacity.

VISION

The vision of the Office of the Chief Information Officer is of a professional Information Technology and Information Management organization aligned to enable the business of government.

MANDATE

The OCIO operates as an entity within Executive Council and is governed by the *Executive Council Act*. The Office of the Chief Information Officer is responsible for:

- Information Technology and Information Management coordination, planning, budgeting, and policy development;
- Developing and operating computer systems and infrastructure for government departments and entities that are directly supported by the administrative support services of departments;
- Expenditures and procurement of Information Technology goods and services;
- Administering the *Management of Information Act;*
- Managing Information Technology related agreements and contracts;
- Providing consultative services, particularly in the area of Information Management; and
- Working collaboratively with the private information technology sector to maximize business opportunities while meeting the Information Technology and Information Management needs of government.

MISSION

By March 31, 2017, the Office of the Chief Information Officer will have enhanced the services provided to further enable the business of government.

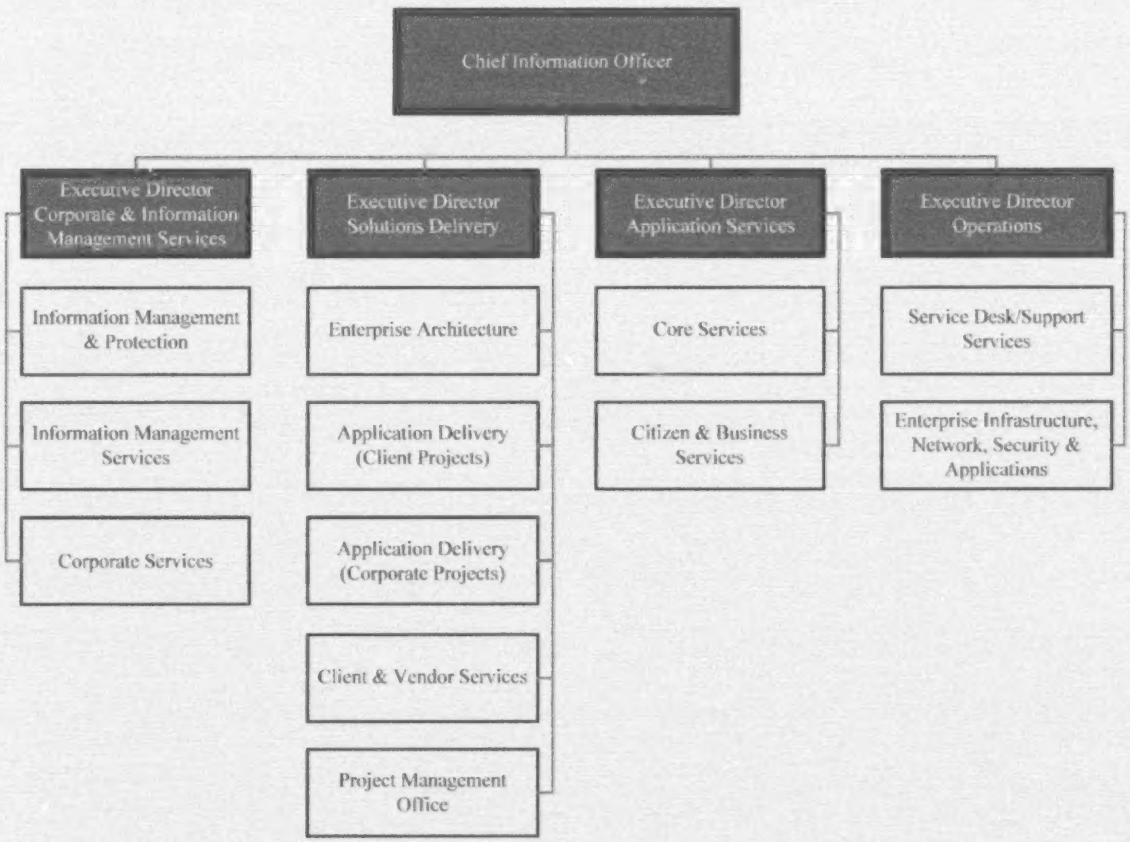
LINES OF BUSINESS

Through its lines of business, the Office of the Chief Information Officer (OCIO) provides a wide range of services and programs to improve government's Information Technology and Information Management capabilities and to enhance service delivery to departments. The OCIO's lines of business are outlined in the table that follows:

Office of the Chief Information Officer's Lines of Business	
Solutions Delivery and Application Support	**Budgeting and Expenditures**
• Developing in-house applications for clients • Managing contracted application development • Implementing, configuring and customizing commercial off-the-shelf solutions • Developing and deploying enterprise wide applications • Managing and supporting government applications • Disaster Recovery for government's applications and Information Technology infrastructure	• Acquiring hardware and software • Procuring and managing Information Technology hosting and processing services • Developing and managing service contracts • Managing licensing agreements • Planning and managing expenditures associated with Information Technology and Information Management • Budget development and monitoring • Procuring contract resources from the Information Technology sector
Information Technology and Information Management Policy, Planning, and Standards	**Operations**
• Developing policies, directives, standards, and guidelines • Strategic planning and managing strategic initiatives • Providing services and support as mandated in the *Management of Information Act* and the 2011-14 Business Plan • Protecting information and providing oversight of government's disposal of both paper and electronic records • Procuring contract resources from the Information Technology sector; supporting the local industry while meeting government's needs • Business Continuity Planning for the OCIO	• Providing a Service Desk for desktop support, and application-related issues • Providing data and file back-up and recovery services • Providing field technical services • Operation of government's Data Centre • Software version control • Providing communication services, excluding telephone communications but including the Internet • Managing government's Information Technology assets • Providing operational security services

ORGANIZATION AND STRUCTURE

The OCIO is structured into four branches: Corporate and Information Management Services, Solutions Delivery, Application Services, and Operations.



OFFICES AND EMPLOYEES

As of March 31, 2014, the OCIO had approximately 323 positions. The main office is located in St. John's at 40 Higgins Line. This location accommodates the majority of employees and contractors. Employees are also located across St. John's and throughout the province. There are 15 employees in regional offices in Happy Valley-Goose Bay, Corner Brook, Stephenville, Grand Falls-Windsor, Gander, and Clarenville.

The OCIO employs approximately 72 per cent male and 28 per cent female employees in non-management positions; and 51 per cent male and 49 per cent female employees in management-level positions or above.

Approximately 76 per cent of employees work in technical positions; the remaining 24 per cent of employees work in non-technical, management, executive, or administrative positions. Specifically, employees who are classified in positions that are considered management-level or above comprise approximately 19 per cent of the organization's complement.

PRIMARY CLIENTS

Departments	Supported Public Bodies

• Advanced Education and Skills
• Child, Youth and Family Services
• Education
• Environment and Conservation
• Executive Council
• Finance
• Fisheries and Aquaculture
• Health and Community Services
• Innovation, Business and Rural Development
• Justice
• Municipal and Intergovernmental Affairs
• Natural Resources
• Service NL
• Tourism, Culture and Recreation
• Transportation and Works
	• Fire and Emergency Services
	• Forestry and Agrifoods Agency
	• Government Purchasing Agency
	• Workplace Health, Safety and Compensation Review Division
	• Labour Relations Agency
	• Labour Relations Board
	• Legal Aid Commission
	• Municipal Assessment Agency
	• Public Service Commission
	• Research and Development Corporation
	• The Rooms Corporation
	• Royal Newfoundland Constabulary
	• The Provincial Court
	• The Supreme Court
	• House of Assembly and Statutory Offices (except the Auditor General):
	  ○ Office of the Chief Electoral Officer
	  ○ Office of the Child and Youth Advocate
	  ○ Office of the Citizens' Representative
	  ○ Office of the Information and Privacy Commissioner
	  ○ Commissioner for Legislative Standards

OFFICE OF THE CHIEF INFORMATION OFFICER 2013-14 EXPENDITURES

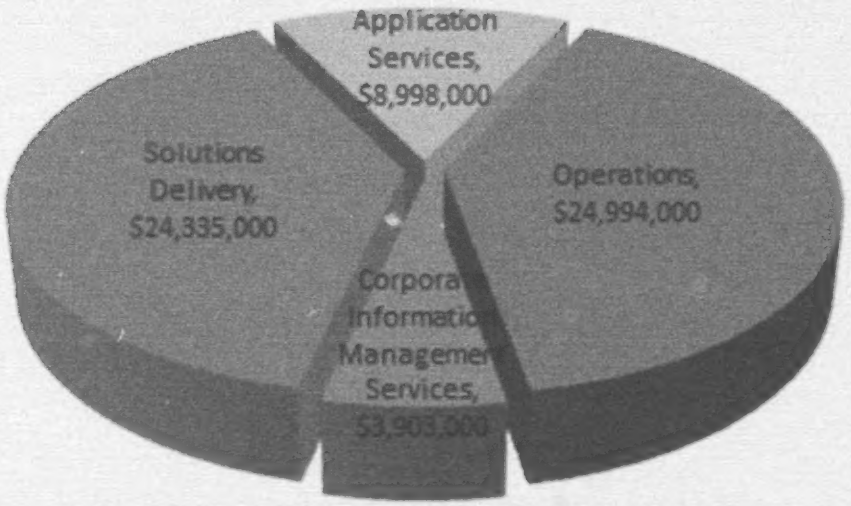
The net expenditure for the OCIO, as provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the Year Ended March 31 2014, was **$62,230,000**. This amount was divided among the four branches as outlined below:

Corporate and Information Management Services: coordinates business operations, financial administration, contract management, policy development, and strategic planning, human resources, and facilities management services. The branch also develops directives, standards, procedures and guidelines in the areas of Information Technology, Information Management and Protection, provides advisory services and support to government departments, and supported agencies. In addition, the branch is also responsible for the administration of the *Management of Information Act* and for government-wide Information Management and Information Protection initiatives. The net expenditure for the Corporate and Information Management Services Branch in 2013-14 was: **$3,903,000**

Solutions Delivery: provides overall vision, strategy and leadership in the design, development, implementation and deployment of systems and new technologies for government departments, and supported entities. The branch also provides enterprise architecture, client relationship management, project management standards, and Information Technology strategies. The net expenditure for the Solutions Delivery Branch in 2013-14 was: **$24,335,000**

Application Services: delivers overall leadership and vision for application services, including application support, enhancement, maintenance, and protection, web support and database administration services. The net expenditure for the Application Services Branch in 2013-14 was: **$8,998,000**.

Operations: provides ongoing support and management for government's Information Technology infrastructure and assets to ensure their security, integrity and availability. The branch also supports government's enterprise data centre, enterprise applications and related technologies. The net expenditure for the Operations Branch in 2013-14 was: **$24,994,000**



3 Shared Commitments

The OCIO works in partnership with government departments and supported public bodies on initiatives to address the Information Technology and Information Management needs of government. Through these shared commitments, the OCIO addresses the key strategic objectives outlined in its 2011-14 Business Plan and related Operational Plans.

During 2013-2014, the OCIO was responsible for managing 74 projects for 22 client departments and supported bodies. Forty-six projects were new starts during 2013-2014, 28 were continued from previous year(s), and of the 74 projects, 32 projects were completed in 2013-2014. Some of the shared initiatives undertaken by the OCIO in 2013-14 are described below:

Mobile Work Stations and Violation Occurrence System
In March 2013, the OCIO deployed encrypted laptops with an Advanced Vehicle Location (AVL) solution in the fleet of 40 patrol vehicles for Fish and Wildlife Enforcement Division of the Department of Justice. The mobile workstations allow for operational risk improvements by automating the existing paper based file management system and the AVL provides improved officer safety while on patrol.

Geoscience Atlas Replacement
The Department of Natural Resources replaced their existing Geoscience Atlas solution with a newer version of the ATLAS software. This online solution provides important information such as geology, geophysics, geochemistry, mineral occurrences and drill core reports, as well as mapping data, in a format that provides an upgraded user experience. The solution can be accessed using a variety of mobile and desktop platforms including Internet Explorer, Chrome, Firefox, Opera and Safari running on desktop, iPad or Android tablets.

AES Labour Market Programs Support System (LaMPSS)
The Department of Advance Education and Skills (AES) implemented a case management solution known as the Labour Market Programs Support System to create and manage funding agreements for organizations and individuals for the Labour Market Development Agreement (LMDA) over two releases in 2013-14. Self-serve capabilities will be offered to external organizations in a future release.

4 Highlights and Accomplishments

What follows is a summary of projects that contributed to the overall improvement in Information Technology and Information Management throughout government during 2013-14.

Expanded Rollout of Windows 7/Office 2010

The OCIO continues its enterprise-wide deployment of Windows 7 and Office 2010 across government. Approximately 88% of government laptops and desktops have been successfully upgraded to Windows 7 and Office 2010. This initiative is scheduled to be completed in March 2015.

One Computer per Employee

The OCIO developed and implemented a policy of one computer per employee for all of government. Retrieval of assets not requiring replacement and reconciliation of assets requiring upgrades or replacements were completed concurrently on a department by department basis. The result of this initiative is savings in software licensing, hardware maintenance and replacement costs. The project will continue into 2014-15 to follow through on process enhancement recommendations.

Power Management

The OCIO completed a Power Management Initiative which provided a standard computer power management configuration for all desktops and laptops in government. Machines are placed into Sleep Mode between the hours of 7 p.m. and 7 a.m. daily, once the machine has been inactive for at least 20 minutes. This configuration will result in reduced electricity consumption when computers are not in use outside of regular business hours and during extended periods of non-use resulting in financial savings. The power management strategy demonstrates government's commitment to the Energy Efficiency Action Plan and enhances energy efficiency awareness for all government employees.

Investing In the People of the Office of the Chief Information Officer

The OCIO is committed to providing training for its employees. Priorities are to provide employees with the tools required to succeed in their jobs, recognize potential and encourage development of emerging skills, and prepare employees to advance within the organization.

In 2013-14, employees took advantage of 164 training opportunities at a cost of approximately $155,300.

Progressing Government's Strategic Direction

During 2013-14, the OCIO continued to focus on a component of government's Information Technology and Information Management strategic direction to "work collaboratively with the private sector to maximize business opportunities while meeting the Information Technology and Information Management needs of government". This was achieved through on-going work with the three vendors of record, with whom the OCIO achieves a significant portion of its project work for clients, and also through continued consultation and communication with the broader Information Technology sector. Collaboration also includes regular meetings with service providers and the Newfoundland Association of Technology Industries (NATI), that represents the sector, as well as attendance at NATI events and meetings.

The OCIO awarded approximately $25,314,100 in 2013-14 through three main services contracts: Wide Area Network (WAN), Data Centre, and Professional Services. The table below outlines services and expenditures outsourced to Information Technology vendors.

Service	Vendor	Total Expenditure for 2013-14
WAN	Bell Aliant	$1,851,500
Data Centre	Bell Aliant	$3,981,000
Professional Services	PricewaterhouseCoopers LLP consortium (PricewaterhouseCoopers LLP, Infotech Canada Inc. and Tamarack Geographic Technologies Ltd.)	$3,737,400
	KPMG LLP consortium (KPMG LLP, Dockridge Solutions Inc., IBM Canada Ltd., and Integrated Informatics Inc.)	$4,559,200
	Bell Canada Inc. consortium (Bell Canada Inc. and zedIT Solutions)	$11,185,000

5 Report on Performance

In accordance with the *Transparency and Accountability Act*, the following section is an account of the OCIO's progress in meeting the 2011-14 goals, 2013-14 objectives, and accompanying indicators as outlined in the 2011-14 Business Plan. Indicators for plan goals and objectives outlined below were developed by senior management, and identify activities to address planned results. The accomplishments described below also advance government's IT/IM strategic direction to "enable innovation that aligns with the business and strategic goals of government".

ISSUE 1: INNOVATION

Innovation is a key priority for the Minister Responsible for the OCIO. Innovation enhances the business of government by providing opportunities to increase productivity, improve the delivery of public services, maximize return on investment in technology, and respond more effectively to changing public needs and expectations.

By successfully meeting the goals and objectives associated with the innovation issue outlined in the 2011-14 Business Plan, the OCIO was able to advance a component of government's IT/IM strategic direction of "continuing investment in and management of government technology".

2011-14 GOAL

GOAL

By March 31, 2014, the Office of the Chief Information Officer will have improved the identification, assessment, and adoption of innovative technology to further enable the business of government and increase the return on investment in technology.

MEASURE

Improved the identification, assessment, and adoption of innovative technology to further enable the business of government and increase the return on investment in technology.

INDICATORS AND ACCOMPLISHMENTS 2011-14

Indicator (Planned)	Accomplishments (Actual)
Developed and implemented a technology standards framework and process that support the adoption of innovative technology and the re-use of existing technology to enhance government business and maximize return on investment.	Over 2011-12, the OCIO developed a technology standards framework titled, "Innovative Technologies". It defines innovative technologies for government and outlines a set of recommendations for adoption. It also includes an Enterprise Architecture Innovation document which outlines innovation adoption criteria. The framework was implemented to assess possible opportunities for government to adopt innovative technologies based on common technical themes identified during a review of government's departmental business and strategic plans. Also over this period, the OCIO completed an assessment of government's core technologies using a formalized process for evaluating the re-use of technology called the WISE (Watch, Invest, Eliminate and Support) model. Core technology assessment results based on the WISE model and new workflow procedures were communicated to stakeholders and implemented during the 2013-14 budget planning cycle. In addition, the OCIO developed a plan to standardize the approach for introducing emerging technologies. This plan outlines standards and processes for assessing emerging technologies during the evaluation, proof of concept, and pilot stages of the System Development Life Cycle. The System Development Life Cycle is an industry standard model, covering all stages of technology development from conception to implementation.
Assessed opportunities, developed a plan and begun to implement innovative technologies as opportunity permits and departmental needs identifies.	To identify and assess opportunities for Cloud computing, the OCIO developed criteria for assessing Cloud opportunities, a framework for implementing Cloud-based solutions, and a cost analysis for specific technologies. This enables the OCIO to identify and prioritize the government services that can adopt Cloud computing technologies, as well as provide a roadmap to implement selected Cloud computing technologies. Microsoft Lync, for collaboration through instant messaging and video conferencing, was assessed and identified as an opportunity to utilize Cloud computing to support the business of government. This technology was piloted for approximately 290 users across government during 2011-12. An intranet site based on Microsoft SharePoint technology was piloted in 2011-12 to assess the viability of deploying similar sites across government departments and agencies. The pilot site enables staff to share content and communicate with fellow employees. The pilot site, along with supporting documentation, will be used as a template for identified departments and agencies. Over 2013-14, the OCIO implemented Microsoft Lync for 7700 users across government and implemented Microsoft SharePoint technology in four government departments.
Implemented select	Over the course of the 2011-14 Business Plan the OCIO has implemented

innovative technologies across government and integrated an approach to identify opportunities for innovation and effective re-use of technology into its services and operations.

innovative technologies across government including mobile devices, wireless access and communication and collaboration tools.

Mobile Devices:

- Completed an assessment of BlackBerry Playbooks and Apple iPads.
- Developed guidelines and directives for iPad use in government, such as the "Statement of Direction" which outlines iPad user responsibilities; and the "Acceptable Use Directive" which addresses all Information Technology assets, including iPads.
- Deployed approximately 500 mobile devices across government including BlackBerries and iPads.

Wireless Network and Mobile Devices:

An enterprise-grade wireless network was deployed within select government buildings. The wireless service is available to those using government laptops, tablets, and smartphones in the Confederation Building (East and West blocks), Petten Building, Public Service Commission, Child, Youth and Family Services Building, Natural Resources Building, OCIO Building, and the Innovation, Business and Rural Development location in Clarenville. The wireless network gives users the same access to printers, email, and network drives as when using the wired network.

Communication and Collaboration Solutions:

In December 2012, a Mobile Device Management solution was deployed to manage iPads and BlackBerry PlayBooks. This solution provides seamless access to the government network.

Throughout 2012-13, the OCIO continued deployment of Microsoft Lync to approximately 7,700 users across government. Lync allows users in different geographic locations to collaborate using instant messaging, audio/video conferencing, data/application sharing, and online meetings. It can provide a cost effective alternative to travel and mitigate the need to reschedule or cancel meetings due to weather and travel delays.

Integrated an approach to identify opportunities for innovation and effective re-use of technology:

Innovation

As described above, the OCIO developed a technology standards framework titled, "Innovative Technologies." The framework was implemented to assess possible opportunities for government to adopt innovative technologies for a number of common technical themes which were identified during a review of government's departmental business and strategic plans. These common technical themes included: case management, Geo Science and collaboration.

Re-use of technology

To capitalize on government's current technology investments, the OCIO undertook a review of its project initiation process. Based on this analysis,

	priorities for the re-use of existing technologies were identified and new project initiation procedures focusing on the re-use of government's current technology investments were incorporated into the project initiation process.

2013-14 OBJECTIVE

OBJECTIVE:

By March 31, 2014, the Office of the Chief Information Officer will have integrated innovation into its ongoing services and operations.

MEASURE

Integrated innovation into its ongoing services and operations.

INDICATORS AND ACCOMPLISHMENTS 2013-14

Indicator (Planned)	Accomplishments (Actual)
Integrated innovative processes into the delivery of business solutions and ongoing services and operations.	A new governance model for evaluations, proofs of concept and pilots was developed and integrated into the System Development Life Cycle framework in June 2013. The new governance model is based on industry best practices and improves both oversight and structure. The model was integrated into the delivery of innovative business solutions such as smart phones and tablets. The model was communicated to stakeholders via the Office of the Chief Information Officer's Project Management Office website. http://www.ocio.gov.nl.ca/ocio/pmo/index.html In September 2013, a Resourcing Model was developed for small infrastructure and application development projects. The Small Application Project and the Small Infrastructure Project employs internal resources including; two Senior Programmers, two Project Managers, and one Business Analyst rather than hiring external services. This model allows for greater flexibility in the delivery of solutions for government clients. From April to December 2013, seventeen technologies from the application portfolio were reviewed and analyzed using the WISE analysis. Based on this analysis, recommendations were made on how technology currency issues for select applications could be addressed. To this end, Microsoft Access and PowerBuilder were upgraded to remove the risk of using technologies that are no longer supported by the vendor and fifteen PowerBuilder applications and twenty Microsoft Access applications were upgraded.
Developed a formal approach for investigation of	In September 2013, an approach for the investigation of select new technologies and engaging vendors was developed. The approach is titled the

select new technologies and formalized a process of engagement with vendors.	Technology Access Program (TAP). The goal of the program is to engage with staff throughout the OCIO and provide them with an approach to use when selecting and evaluating new information technologies. This provides a means to determine applicability to government business processes, and to develop a repository of knowledge that can be used to help guide future technology choices. The TAP process incorporates vendor engagement throughout the entire technology evaluation life cycle including the selection, acquisition and evaluation phases. TAP was piloted on three products including 3D Printing, Apple and Microsoft smartphones and touch screens. A decision was made not to proceed with 3D Printing as it was determined that it would be cost prohibitive to do so at this time. The TAP process was formally integrated into the Operations Branch in the last quarter of 2013-14 . Operation activities now include six month check points with Operations Managers and the Enterprise Architecture Council asking for recommendations on new technologies that require evaluations.

Discussion of Results

As detailed in the tables above, the OCIO has met all performance indicators related to the 2013-14 objective to "integrate innovation into its ongoing services and operations." This objective was accomplished by developing and implementing processes and approaches for investigating emerging technologies and the implementation of new internal resourcing models such as the Small Application Development Projects and Small Infrastructure Projects to improve the delivery of small infrastructure and application projects for government clients. By successfully meeting the 2013-14 objective, the OCIO has achieved its 2011-14 goal to "improve the identification, assessment, and adoption of innovative technology to further enable the business of government and increase the return on investment in technology".

By meeting the objectives outlined in the 2011-14 Business Plan for the past three years, the OCIO was able to effectively address all performance indicators and measures associated with the goal. This was accomplished by developing and implementing a technology standards framework which outlines the approach for the adoption of innovative technologies into government's technology environment. This framework improves the OCIO's ability to introduce innovative technologies such as iPads, social media, and cloud computing applications to meet government business needs. In addition, the OCIO expanded government's communication alternatives through the continued deployment of wireless networks in select government buildings as well as expanding Microsoft Lync services to approximately 7,700 employees. The OCIO also developed a plan to evaluate and deliver emerging technologies and formalized a process for evaluating re-use of existing technology.

By meeting the goals and objectives outlined in the 2011-14 Business Plan the OCIO was able to advance a component of government's Information Technology and Information Management strategic direction of "continued investment in and management of government technology".

ISSUE 2: INFORMATION MANAGEMENT AND PROTECTION

Improving and maturing the management and protection of government information is a key priority. Government information must be managed in an efficient and secure manner according to the requirements of legislation and policy.

By successfully meeting the goals and objectives associated with the information management and protection issue outlined in the 2011-14 Business Plan, the OCIO was able to advance a component of government's Information Technology and Information Management strategic direction of "enhancing government's information management maturity".

2011-14 GOAL

GOAL

By March 31, 2014, the Office of the Chief Information Officer will have further developed and implemented initiatives to improve the management and protection of government information and supported and measured the progress of implementation.

MEASURE

Further developed and implemented initiatives to improve the management and protection of government information and supported and measured the progress of implementation.

INDICATORS AND ACCOMPLISHMENTS 2011-14

Indicator (Planned)	Accomplishments (Actual)
Developed Information Management and Information Protection directives, standards, and guidelines as required by the Office of the Chief Information Officer and government to improve the management and protection of information.	Over the duration of the 2011-14 Business Plan the OCIO developed several Information Management and Information Protection directives, standards, and guidelines including: • Based on cross-jurisdictional research and analysis of the Generally Accepted Recordkeeping Principles, the OCIO developed the "Information Management Maturity Assessment Guideline", which enables departments to measure their progress in implementing their Information Management Capacity Assessment Tool (IMCAT) recommendations. The guideline was completed in March 2012. • The Instant Messaging Directive. This directive increases IM education

	and awareness by providing clear direction on how this technology is to be used in the workplace and what to do in the event records are produced in this medium. • The Legal Hold Guideline. The guideline increases IM education and awareness by providing recommendations to departments and to the IM community of practice for how to manage records during a legal hold. • Communication plans for the "Information Management Guide for Public Bodies" ("IM Guide") the "Instant Messaging Directive", and the "Legal Hold Guideline" were developed to determine which target audiences would need to be aware of specific information; the forum by which the information would be shared; and the format of the information to be used for communication.
Developed a guideline to enable departments to track and measure progress in implementing their Information Management Capacity Assessment Tool recommendations and improving information management.	The OCIO developed a survey to assess models that track Information Management improvements currently employed in other government jurisdictions and private industry. The survey was distributed to thirteen Information Management representatives from Provincial, Territorial, and Federal Government offices. Data from this survey was compiled into a report assessing the results of the jurisdictional review. Based on research, the OCIO initially decided to develop a guideline based on the Generally Accepted Recordkeeping Principles (GARP) developed by the Association of Records Managers and Administrators International (ARMA). Two pilots for the Information Management measurement guideline were conducted with the Departments of Natural Resources and Health and Community Services. Pilot results were communicated back to the Information Management Directors Forum. Feedback and recommendations from the Information Management Directors Forum, pilot candidates, and an external consultant were finalized. Recommendations were to create a guideline that better aligned with the IMCAT and not use the GARP. As a result, in 2013-14, the OCIO developed the Information Management Self - Assessment Tool (IMSAT) guideline, based on industry best practices. This guideline acted as the framework for the IMSAT Program outlined on page 21.

2013-14 OBJECTIVE

OBJECTIVE
By March 31, 2014, the Office of the Chief Information Officer will have implemented a program and process to support assessment and improvement of Information Management and Protection maturity within the Office of the Chief Information Officer and across government.

MEASURE
Implemented a program and process to support assessment and improvement of Information Management and Protection maturity within the Office of the Chief Information Officer and across government.

INDICATORS AND ACCOMPLISHMENTS 2013-14

Indicator (Planned)	Accomplishments (Actual)
Implemented a program and process to support assessment and improvement of Information Management and Protection maturity within the Office of the Chief Information Officer.	The *IM@OCIO* program plan, which is the basis for addressing the majority of the IMCAT recommendations, was developed in June 2013. The IMCAT recommendations, responses and many of the recommended outputs are tracked within this document. A communication plan for implementing the relevant IMCAT recommendations was developed and implemented. Over 2013-14, thirteen IMCAT recommendations were implemented. Examples include: developed a detailed records inventory that tracks OCIO's core records and applicable disposal authorities, defined the roles and responsibilities (including external dependencies) of all information management (IM) functions within the OCIO, defined OCIO's Legal and Regulatory Framework, and developed OCIO's IM education and awareness plan.
Implemented a program and process to support assessment and improvement of Information Management and Protection maturity for government.	In March 2014, the OCIO implemented the IMSAT program. The IMSAT program provides departments with the ability to review their program against predetermined criteria supported such as: • The IMCAT components • The Guide to Information Management (IM) for Public Bodies Release 1.0 • Industry best practices. • The IMSAT will leverage the learning from the Information IMCAT Program as it works to support and further enhance IM capacity in departments and agencies The Service Catalogue for Information Management has been updated to include the IMSAT service offering. The Information Management Service Catalogue is located on the OCIO website @ http://www.ocio.gov.nl.ca/ocio/im/index.html. Departments and agencies can request an IMSAT through their departmental Planning and Service Delivery Committees (PSDC).

Discussion of Results

As detailed in the tables above, the OCIO has met all performance indicators related to the 2013-14 objective to have "implemented a program and process to support assessment and improvement of Information Management and Protection maturity within the OCIO and across government." This was accomplished by the creation, communication and implementation of the IMSAT. The IMSAT provides departments with the ability to review their Information Management and Protection program against predetermined criteria as a means of analyzing and improving Information Management and Protection maturity within their organization. The IMCAT was implemented within the OCIO and all thirteen recommendations were implemented.

By successfully meeting the 2013-14 objective, the OCIO has achieved its 2011-14 goal to "further develop and implement initiatives to improve the management and protection of government information and supported and measured the progress of implementation".

By meeting the objectives outlined in the 2011-14 Business Plan for the past three years, the OCIO was able to effectively address all performance indicators and measures associated with the goal. This was accomplished by developing a guideline that enables government departments to measure progress in implementing recommendations from Information Management assessments and the communication of Information Management and Protection guidelines and directives, such as the "Instant Messaging Directive" and "Legal Hold Guideline". By piloting the Information Management measurement guideline using the ARMA Generally Accepted Recordkeeping Principles methodology and software the OCIO was able to test the solution and determine, based on pilot feedback, that it was not the most appropriate approach for government. As a result, a measurement guideline was developed which maps to government's environment more effectively.

By meeting the goals and objectives outlined in the 2011-14 Business Plan the OCIO was able to advance a component of government's information technology and Information Management strategic direction of "Enhancing government's information management maturity".

ISSUE 3: SERVICE DELIVERY

Service delivery is a key priority for the Minister Responsible for the Office of the Chief Information Officer (OCIO). The provision of professional, quality, Information Technology and Information Management services for government is a core function of the OCIO, as outlined in its mandate.

By successfully meeting the goals and objectives associated with the service delivery issue outlined in the 2011-14 Business Plan, the OCIO was able to advance a component of government's Information Technology and Information Management strategic direction of "committing to service delivery excellence".

2011-14 GOAL

GOAL

By March 31, 2014, the Office of the Chief Information Officer will have improved service delivery for government departments and supported agencies.

MEASURE

Improved service delivery for government departments and supported agencies.

INDICATORS AND ACCOMPLISHMENTS 2011-14

Indicator (Planned)	Accomplishments (Actual)
Continued to improve processes for clients to provide input to the information technology and information management services delivered to them by the Office of the Chief Information Officer.	A Client Forum consisting of representatives from government departments and supported agencies was created and held its first meeting in November 2011. The Client Forum membership consists of PSDC Chairs from government departments and entities, the Director of Client and Vendor Services and Client Services Consultants. The Client Forum provides an opportunity for the OCIO to present to clients on Information Technology and Information Management initiatives and service delivery. The forum also provides an opportunity for government clients to offer feedback to the OCIO. A service catalogue working committee was created to compile, review, and update all services provided to government by the OCIO. Based on the committee's review, a new service catalogue describing all services was developed. The service catalogue assists government clients to identify and access the Information Technology and Information Management services that are provided by the OCIO. In February 2012, a client survey was sent to all government employees.

	Survey results were compiled, and the OCIO implemented changes to address several areas as outlined below.
Developed service delivery performance measures for select information technology and information management services.	The Client Survey had 1750 government employee respondents and covered a broad range of service delivery topics such as quality, governance and client satisfaction. Based on the results of the Client Survey the OCIO identified departmental PSDC communications, web support, and project delivery as areas for improvement and implemented the improvements below: • To improve awareness, a communication package outlining the mandate, roles and responsibilities of the departmental PSDCs was developed and distributed across government. • To reduce wait times, clients were provided access to submit web requests directly to the Service Desk and select clients were trained to modify their own web content. • To improve project delivery, project delivery processes were streamlined and internal resources were used where possible for client projects.
Implemented a solution to better manage government's information technology and information management project portfolio.	Project Portfolio Management (PPM) software provides a holistic, high level and detailed view of all projects and programs making up the OCIO portfolio. It gives OCIO the ability to better manage project resources, project related procurement, project financials, scheduling, as well as issues, change requests and risks across the overall project portfolio. PPM went live November 29, 2011 with an upgrade from PPM 13.1 to 13.2 being completed March 17, 2014.

2013-14 OBJECTIVE

OBJECTIVE

By March 31, 2014, the Office of the Chief Information Officer will define services to be measured and developed associated performance measures.

MEASURE

Defined services to be measured and developed associated performance measures.

INDICATORS AND ACCOMPLISHMENTS 2013-14

Indicator (Planned)	Accomplishments (Actual)
Defined services to be measured as identified in the 2012-13 Client Service Survey.	The OCIO evaluated results of a client satisfaction survey conducted in February 2012.The survey had 1750 government employee respondents and covered a broad range of service delivery topics such as quality, governance and client satisfaction. Defined services to be measured as identified in the 2012-13 Client Service Survey include web support and project delivery.
Developed performance measures for defined services.	Web Support A forum including 20 client departments was held in March 2014 to discuss web support and reporting metrics. Web support requests have been categorized as High, High-Medium, Medium, and Low. High priority web requests will be completed within 24 hours of request. Project Delivery Metrics were defined for Small Infrastructure and Small Application Project delivery, terms of reference and turnaround (effort) times. The performance measures for small application projects have been defined at six months or less and small infrastructure projects have been defined at one month or less. Performance measures for defined services were communicated to government departments and agencies via departmental PSDCs.

DISCUSSION OF RESULTS

As detailed in the tables above, the OCIO has met all performance indicators related to the 2013-14 objective to "define services to be measured and developed associated performance measures." This objective was accomplished by working with representatives from government departments and supported agencies to discuss key services provided by the OCIO and develop acceptable performance measures around both Web Support and the delivery of small infrastructure and application projects. By successfully meeting the 2013-14 objective, the OCIO has achieved its 2011-14 goal to "improve service delivery for government departments and supported agencies".

By meeting the objectives outlined in the 2011-14 Business Plan for the past three years the OCIO was able to effectively address all performance indicators and measures associated with the goal. This was accomplished through working with the PSDCs, the Client forum and other stakeholders to review and update services provided by the OCIO. Improvements were identified and implemented to key information technology service delivery functions such as PSDC communications, web support, and project delivery.

By meeting the goals and objectives outlined in the 2011-14 Business Plan the OCIO was able to advance a component of government's Information Technology and Information Management strategic direction of a "commitment to service delivery excellence".

6 Opportunities and Challenges

During 2013-14, the OCIO successfully worked to meet the objectives of its 2011-14 Business Plan and to fulfill its mandate to meet the Information Technology and Information Management needs of government. The continued success of the organization in meeting its mandate and strategic goals as outlined in its 2014-17 Business Plan, will be contingent on its ability to address potential challenges while capitalizing on future opportunities.

DEVELOP AN ORGANIZATIONAL DELIVERY AND SUSTAINABILITY MODEL

Within the context of this plan, the issue of "organizational delivery and sustainability" refers to the analysis and improvement of both internal business process and human resource alignment strategies to maximize government's investment and optimize the benefit from human resource capabilities. The purpose of this work is to review the OCIO's current organizational model in order to optimize service delivery for departments and agencies and maximize the utilization of internal resources to ensure a systematic and professional approach to meet the core functions of the OCIO.

IMPROVE MANAGEMENT'S CAPACITY TO ENGAGE EMPLOYEES

The purpose of this objective is to understand how management currently engages employees and to formalize methods to improve internal communication capacity that meets both employee and organizational needs. By focusing on improving management's capacity to engage employees as an organizational outcome, the OCIO will gain a better understanding of how employee engagement relates to the current work environment and enhances continued organizational success.

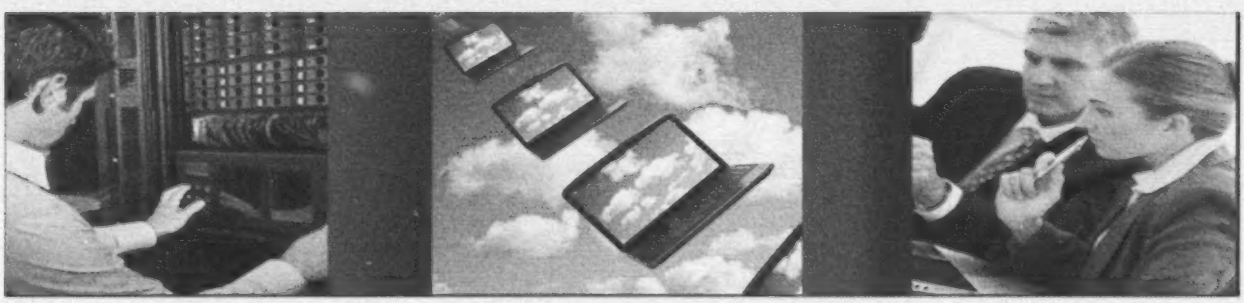
7 Financial Statement - Unaudited

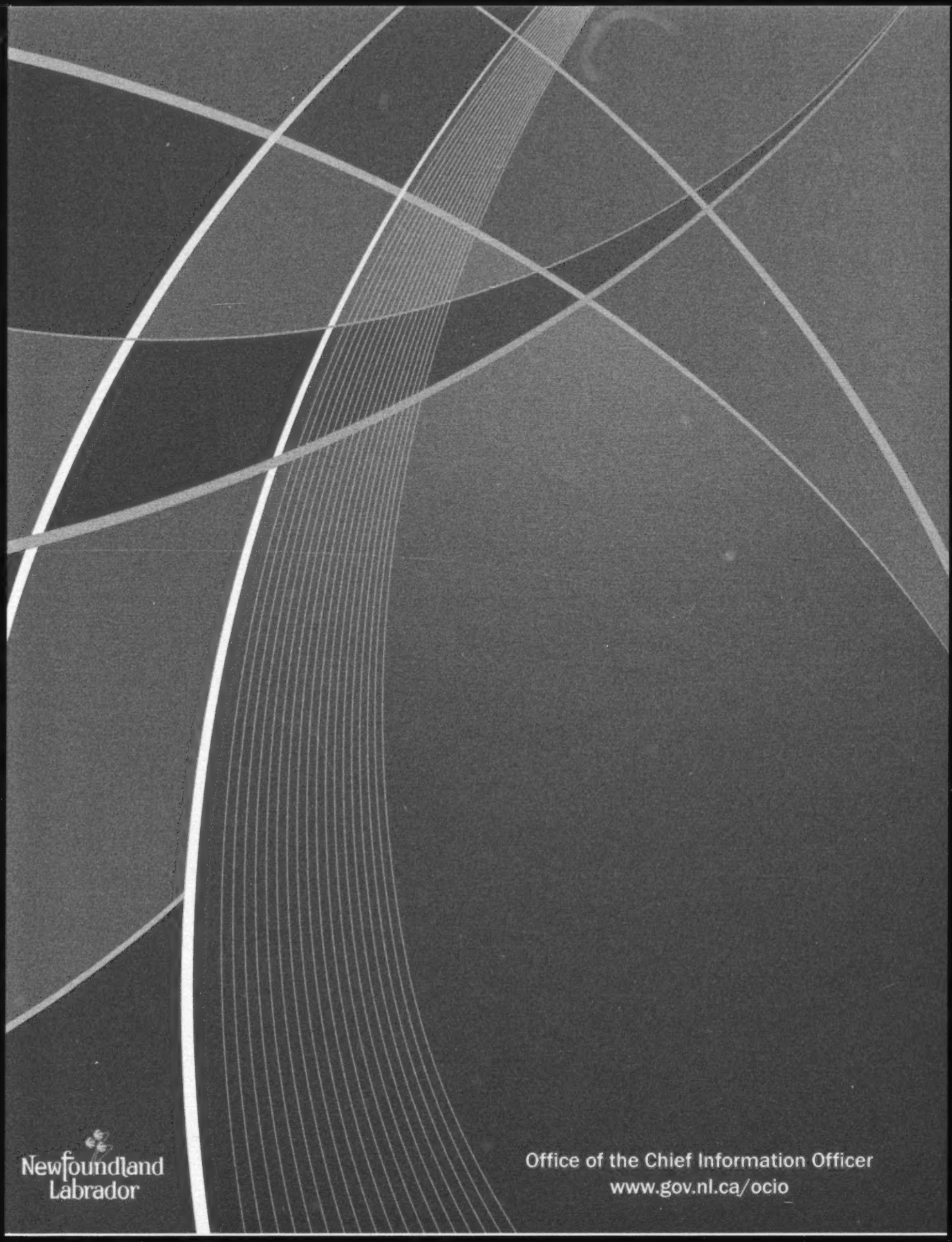
Expenditure and revenue figures included in this document are un-audited and based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the Year Ended 31 March 2014. Audited financial statements are a requirement at the government level and are made public through the Public Accounts process; however, the Office of the Chief Information Officer is not required to provide a separate audited financial statement.

		Estimates	
	Actual	Amended	Original
	$	$	$
OFFICE OF THE CHIEF INFORMATION OFFICER			
CURRENT			
4.1.01. CORPORATE OPERATIONS AND CLIENT SERVICES			
01. Salaries	**2,207,541**	2,212,700	2,039,100
02. Employee Benefits	**11,591**	13,100	13,100
03. Transportation and Communications	**222,121**	234,100	234,100
04. Supplies	**61,470**	126,000	126,000
05. Professional Services	**1,250**	152,000	520,000
06. Purchased Services	**81,944**	100,000	100,000
07. Property, Furnishings and Equipment	**18,653**	36,000	36,000
	2,604,570	2,873,900	3,068,300
01. Revenue - Federal	-	(500,000)	(500,000)
Total: Corporate Operations and Client Services	**2,604,570**	2,373,900	2,568,300
4.1.02. INFORMATION MANAGEMENT			
01. Salaries	**1,267,107**	1,290,700	1,432,100
02. Employee Benefits	**4,149**	15,000	15,000
03. Transportation and Communications	**6,384**	31,100	31,100
04. Supplies	**5,217**	15,000	15,000
06. Purchased Services	**8,156**	27,500	27,500
07. Property, Furnishings and Equipment	**7,790**	10,000	10,000
Total: Information Management	**1,298,803**	1,389,300	1,530,700

	Actual	Estimates Amended	Estimates Original
	$	$	$
4.1.03. SOLUTION DELIVERY			
01. Salaries	**2,148,450**	2,155,200	2,116,600
02. Employee Benefits	**5,069**	5,100	5,000
03. Transportation and Communications	**46,304**	47,500	41,500
04. Supplies	**373,409**	481,400	281,400
05. Professional Services	**3,727,007**	4,239,200	4,394,300
06. Purchased Services	**50,685**	181,300	271,300
07. Property, Furnishings and Equipment	**225,392**	236,000	156,000
Total: Solutions Delivery	**6,576,316**	7,345,700	7,266,100
4.1.04. APPLICATION SERVICES			
01. Salaries	**8,271,836**	8,303,100	8,254,600
02. Employee Benefits	**-**	5,000	5,000
03. Transportation and Communications	**1,166**	23,000	23,000
04. Supplies	**2,105**	5,000	5,000
05. Professional Services	**794,792**	893,400	851,400
06. Purchased Services	**2,284**	2,500	2,500
	9,072,183	9,232,000	9,141,500
02. Revenue - Provincial	**(73,957)**	(102,700)	(102,700)
Total: Application Services	**8,998,226**	9,129,300	9,038,800
4.1.05. INFORMATION TECHNOLOGY OPERATIONS			
01. Salaries	**7,957,456**	7,961,900	7,647,000
02. Employee Benefits	**6,653**	15,000	15,000
03. Transportation and Communications	**2,013,393**	2,109,800	2,249,800
04. Supplies	**8,371,600**	8,386,000	8,236,000
05. Professional Services	**68,361**	111,200	161,200
06. Purchased Services	**5,171,672**	5,200,800	4,900,800
07. Property, Furnishings and Equipment	**1,275,395**	1,300,800	1,275,800
	24,864,530	25,085,500	24,485,600
02. Revenue - Provincial	**(430,767)**	(463,600)	(463,600)
Total: Information Technology Operations	**24,433,763**	24,621,900	24,022,000

	Actual	Estimates Amended	Estimates Original
	$	$	$
4.1.06. SOLUTION DELIVERY			
01. Salaries	**1,461,000**	3,320,000	3,307,200
03. Transportation and Communications	**295,185**	1,659,700	1,659,700
04. Supplies	**586,868**	2,829,800	2,829,800
05. Professional Services	**13,265,108**	19,570,400	19,890,400
06. Purchased Services	**283,836**	658,200	658,200
07. Property, Furnishings and Equipment	**1,866,475**	1,901,500	1,581,500
Total: Solutions Delivery	**17,758,472**	29,939,600	29,926,800
OFFICE OF THE CHIEF INFORMATION OFFICER			
CAPITAL			
4.1.07. INFORMATION TECHNOLOGY OPERATIONS			
07. Property, Furnishings and Equipment	**560,000**	560,000	560,000
Total: Information Technology Operations	**560,000**	560,000	560,000
TOTAL: OFFICE OF THE CHIEF INFORMATION OFFICER	**62,230,150**	75,359,700	74,912,700





Office of the Chief Information Officer
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